

A Strategic Plan for Trinity Christian Academy

Academic Year 2014/15 – Academic Year 2018/2019

“Trust in the LORD with all your heart, and do not lean on your own understanding. In all your ways acknowledge him, and he will make straight your paths.” Proverbs 3:5-6



Trinity Christian Academy
4954 E. IH-20 Service Rd. South, Willow Park, TX, 76087
Phone: 817.441.5897
www.tcaeagles.org

6/19/2014

Dear Friends of Trinity Christian Academy,

Recently, our school celebrated 20 years of partnering with Christian families and churches to equip young people to fulfill God's purposes for their lives. As we move forward into a third decade of ministry, school leadership recognized the need for a plan to prepare TCA to meet the many challenges facing a maturing school in an increasingly complex culture.



To accomplish this task, a strategic planning process was designed to assess our school's current state, identify our unique needs and develop strategies to meet those needs. Throughout that process, we have conducted parent and student surveys and have spent countless hours in prayer and purposeful dialogue within and outside of the walls of TCA. At the end of this journey, a vision for our school's future has emerged, and it is with great pleasure that I present to you our school's first strategic plan which will provide direction for Trinity Christian Academy over the coming five years.

Trinity Christian Academy is recognized as one of the strongest Christian schools in our region, but we are not content with this recognition alone. Ours is a high calling and we are accountable to the pursuit of excellence to the glory of God by providing the strongest environment possible in the core areas of spiritual formation, academics, athletics and creative arts. This plan is one more effort to provide the best Christian educational experience for each student God brings to TCA.

Thank you for your continued support and partnership. It is a privilege to serve alongside you all. May the Lord be honored as we build an exciting future together on the strong foundation of our rich history.

Blessings,

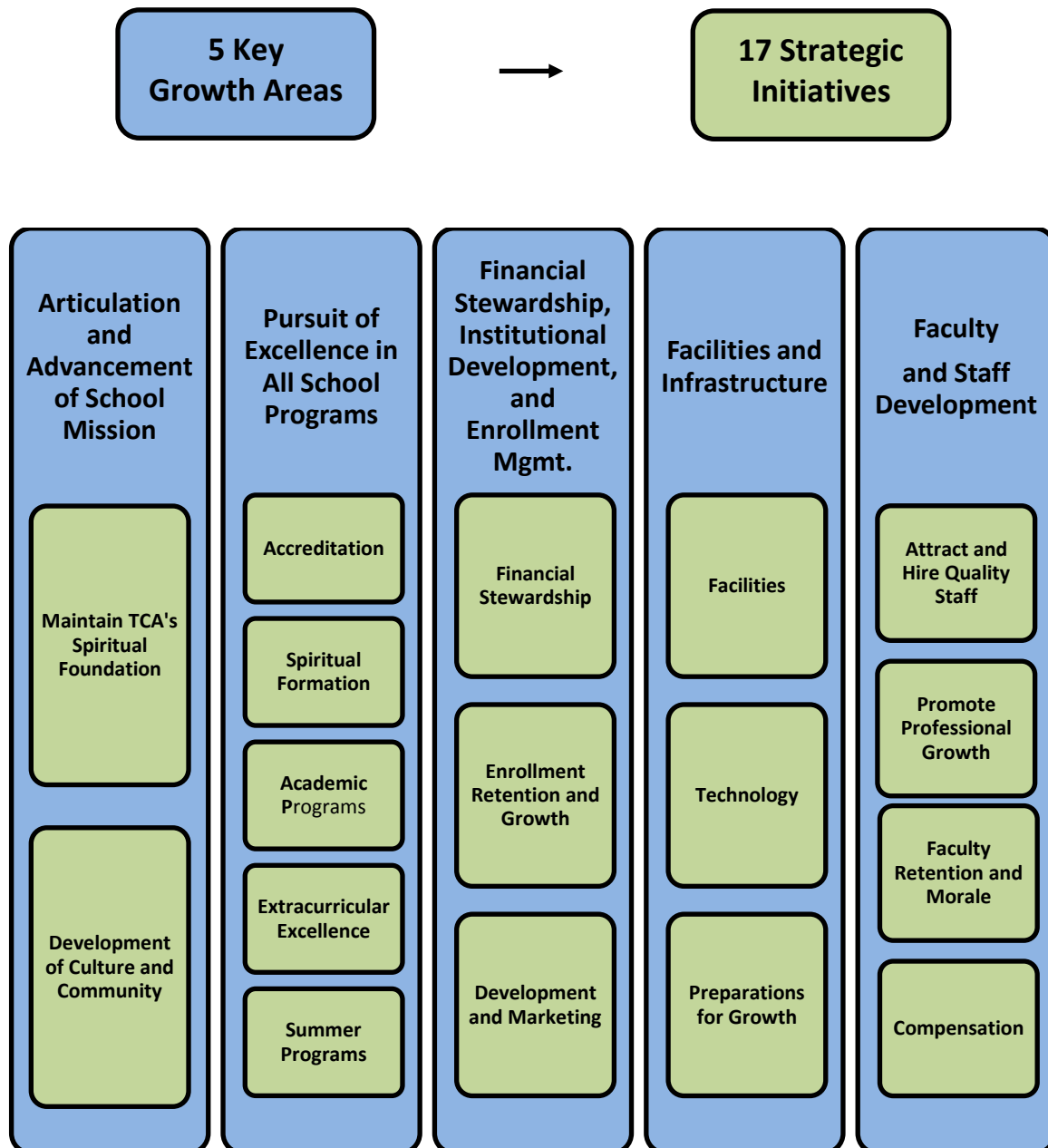
Michael Skaggs
TCA Head of School

Table of Contents

	Page
I. Strategic Plan Purpose and Structure	3
II. TCA Vision, Mission and Motto	4
III. TCA Core Values	5
IV. Key Growth Areas	
1. Articulation and Advancement of School Mission	6
2. Pursuit of Excellence in all School Programs	8
3. Financial Stewardship, Institutional Development & Enrollment Management	11
4. Facilities & Infrastructure	13
5. Faculty & Staff Development	15

Strategic Plan Purpose and Structure

The purpose of this plan is to provide clear, strategic direction for Trinity Christian Academy school leadership to follow over a 5 year period. The plan consists of 5 Key Growth Areas subdivided into a series of 17 Strategic Initiatives.



School Vision

Trinity Christian Academy exists to help each student fulfill God's purpose for his/her life and reach maximum potential in a joint effort between school, student, family, and church.

School Mission

Trinity Christian Academy is dedicated to developing excellence in education, character, and servant leadership through a Christ-centered, biblical perspective.

School Motto

Student Success for God's Glory

TRINITY CHRISTIAN ACADEMY CORE VALUES

Like any successful community, the TCA family holds to a common set of core values which serve as a foundation for who we are and what we do. These core values drive our choices and our direction, bringing consistency and coherence to all aspects of our school culture.

1. **Emphasis on God's Word**

The Bible will be taught as a core subject in the academic curriculum. Planned biblical integration will exist in all academic disciplines, helping students learn to process information and think critically in the context of a biblical worldview. (2 Timothy 3:14-17)

2. **Excellence in Education**

An outstanding teaching staff will use first-rate curriculum and quality instruction to provide a Christ-centered, college-preparatory education. Discipline will be purposeful, and directed toward the goals of self-discipline and right relationships with God and man. (Proverbs 4:11-13)

3. **Student Discipleship**

Students will be taught to love God with all their heart, soul, mind, and strength, and to love their neighbor as themselves. Students will be prepared to "go and make disciples of all nations." (Matthew 28:19)

4. **Qualified Professional Staff**

TCA employs a qualified teaching staff that is degreed and certified. All staff members sense a calling from God to serve at this Christian school and are dedicated to the ministry of Christian school education. Staff members serve as Christian role models and hold spiritual and philosophical perspectives compatible with that of the school. (Luke 6:40)

5. **A Culture of Service**

Through instruction and practice, students will develop servant's hearts. Servant leadership will be modeled, taught and practiced. (1 Peter 4:10)

6. **Personal and Corporate Integrity**

TCA will maintain and be known for the highest levels of individual and institutional integrity, including all aspects of fiscal and operational practices. Sound stewardship of God-given resources will be modeled on the organizational level and taught to students. (Proverbs 22:1)

7. **Personal and Corporate Responsibility**

Students will value personal responsibility for their actions and decisions. TCA will foster a "family culture" within which students can learn to live within a nurturing, tightly-knit community of believers. TCA will be a valuable, contributing member of the local community. (Ecclesiastes 4:9-12)

8. **Partnership with Families**

Parents are a child's first and most important educators. TCA will partner with families in the task of helping students reach their maximum potential. (Deuteronomy 6:4-7)

9. **Emphasis on Church Involvement**

TCA will support local churches and require students and their families to be actively involved in a local, Bible-believing body of believers. (Romans 12:5; Ephesians 4:15-16)

10. **Quality Facilities and a Safe Physical Environment**

TCA is committed to providing quality facilities designed to provide an educational environment with a focus on student safety that is conducive to learning. (1 Timothy 5:8; Galatians 6:10)

KEY GROWTH AREA 1

Articulation and Advancement of School Mission

*"I have no greater joy than to hear that my children are walking in the truth."
3 John 1:4*

As Trinity Christian Academy grows and matures, it is crucial that our vision and mission are clearly articulated to new generations. Vision and mission drive our culture and values, so they must be clearly expressed to staff, families, students, and the community at large.

1.1 Maintain TCA's Spiritual Foundation

TCA has grown tremendously since its establishment in 1993. Students and faculty from those early days who visit Trinity today may barely recognize the school they knew 15 or 20 years ago. Instead of a few dozen students, they would see a student body of almost 500, and visitors now step into modern, well-equipped buildings instead of the humble facilities from TCA's past.

It's natural for faces and names to change with time, for facilities to be built or remodeled, and for programs to be added or dropped as needs evolve in a growing school. Such changes are healthy and have the capacity for great good, but we recognize that TCA's growth must remain grounded in and true to our distinctively Christian roots. In order to avoid the subtle pull of "institutional drift" that might lead us to become something other than that to which God has called us, TCA leadership must hold true to our mission, vision and core values and effectively communicate them to stakeholders.

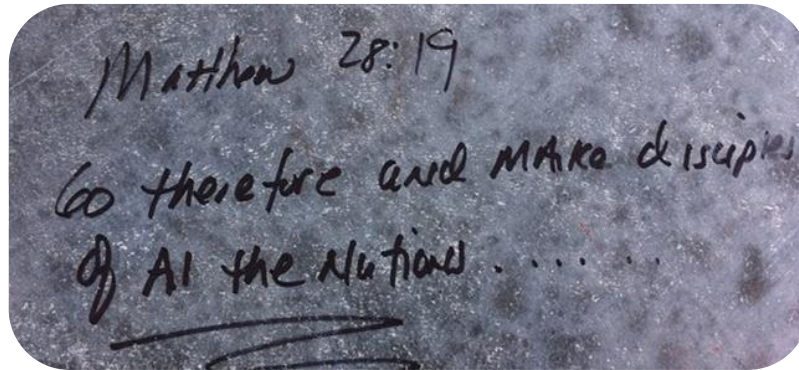
Internally, this happens through carefully designed and regularly reviewed policies and procedures related to matters such as new staff induction, professional development, and regular review of school curricula and policy to ensure the integration of biblical truth. Externally, this occurs through regular, clear communication to all members of the TCA family and community at large regarding our school's mission, values and distinctives.



1.2 Continue to Develop TCA's Christ-Centered Culture and Sense of Community

In addition to maintaining our distinctively Christian roots, school leadership recognizes the importance of fulfilling our school's vision in an ever-changing world.

This happens by offering opportunities for students, parents and alumni to (1) serve others in Jesus' name, (2) participate in a supportive school community, (3) provide feedback to school leadership, and (4) receive timely, culturally appropriate training for living out the gospel of Jesus Christ in a modern social context.



KEY GROWTH AREA 2

Pursuit of Excellence in All School Programs

*“Whatever you do, work heartily, as for the Lord and not for men...”
Colossians 3:23*

Because God has generously blessed Trinity Christian Academy in many ways, it is our responsibility to utilize those blessings in a manner that brings Him honor and glory. Maintaining a Christian worldview with an emphasis on glorifying God in all areas propels TCA towards excellence in academics, creative arts, athletics and extracurricular and summer programs.

2.1 Maintain ACSI and SACS/AdvancED accreditation

Like any organization, schools are always moving in a direction. A rigorous accreditation process helps identify that direction by validating institutional quality and verifying an ongoing striving for educational and spiritual excellence. Accreditation helps ensure excellence by orderly and systematically assessing all components of school programming against accepted standards of performance, integrity, and quality.



2.2 Further establish spiritual formation as a top priority in all programs with an emphasis on salvation and discipleship at all levels of the Christian walk.

Trinity faculty and staff see all aspects of the educational process as opportunities to aid in the spiritual growth of students of all ages. While this is most visibly evident in chapel services and Bible classes, discipleship is a top priority in all school programming, and the development of a biblical worldview is a goal we seek to develop through service, study, and worship at all levels of students' spiritual lives.



2.3 Review, update and improve academic programs with excellence in mind.

We believe that a Christ-centered curriculum and academic excellence can coexist. By setting high academic goals and choosing curricula and teaching strategies that challenge students of widely varying abilities, we believe TCA can grow in its ability to fulfill its vision of helping students accomplish God's purposes for their lives and reach maximum potential. At all times, TCA staff will work to naturally integrate God's Word into every part of our students' learning so that students will grow in their understanding of God as the source of all truth.



In addition to intentional efforts to fortify existing academic programs, TCA will seek to expand opportunities and resources available to students in terms of guidance services, course offerings, support structures for students with learning differences, and methods for students and parents to provide timely feedback.

2.4 Develop a robust, Christ-exalting extracurricular program that offers a variety of opportunities for student participation and success at high levels.

While many schools are cutting extracurricular programs such as creative arts and athletics, TCA seeks to find mission-appropriate and Christ-exalting ways to increase these programs. We recognize that extracurricular programs afford students unique opportunities to have fun while developing new skills and learning important lessons such as teamwork, diligence, self-discipline, creativity, sportsmanship and the value of physical health.



In our athletic programs, school leaders will review our Christian philosophy of athletics and seek to improve how that philosophy is communicated to students and parents. We will seek to grow our programs in terms of overall professionalism and competitiveness while increasing levels of student participation. This begins with an increasingly robust elementary PE program that balances fun with student health and well-being while laying a foundation for excellence in athletic programs in the secondary grades.

Creation bears witness to God's infinite creativity, and as image-bearers, our students have great creative potential too! We desire for Trinity Christian Academy to be a place where students can sing, act, sculpt, paint, dance, draw, and perform to the glory of God on and off campus. To this end, we will seek to offer a broader variety of course offerings to serve student interests, including investigating the implementation of an instrumental music program.



Parent involvement is necessary in the growth of our school's extracurricular programs. In the coming years, we will seek to increase parental involvement in booster organizations such as the TCA Athletic Booster Club and Trinity Friends of the Arts. These organizations provide the basis for fundraising and volunteer efforts necessary for strong extracurricular programming.

2.5 Examine the Role of TCA Summer Programs

We will examine the structure of our T-Camp summer programs for students of all ages. Our goal is to develop a comprehensive summer program that offers a wide variety of opportunities for area students.



KEY GROWTH AREA 3

Financial Stewardship, Institutional Development, and Enrollment Management

"I am the vine; you are the branches. Whoever abides in me and I in him, he it is that bears much fruit, for apart from me you can do nothing." John 15:5

A sound comprehensive financial model is essential to the future health and growth of Trinity Christian Academy. One piece of the model is our continued desire to meet all operational budget needs with tuition rates that are affordable for our community. In addition, we must continue to be creative and intentional in developing ways to increase both student enrollment and retention. It is also imperative that we grow in cultivating philanthropic support from a broad donor base to assist in funding non-operational projects and debt reduction.

3.1 Maintain a Sound Model of Financial Stewardship

Throughout its existence, Trinity Christian Academy has modeled sound financial stewardship, providing quality programming with tuition rates at or below those of comparable private Christian schools in our region. Regular reviews of financial policies, procedures and practices will allow this excellent reputation to continue.



3.2 Student Enrollment Retention / Growth

Tuition and fees are the backbone of the Trinity Christian Academy budget, with fundraisers providing many "extras," allowing costs to families to remain reasonable. In light of this, enrollment and re-enrollment rates are crucial to our financial health. School staff will work with TCA families in a variety of ways to encourage like-minded families from across our area to make Trinity their school home and remain a part of the TCA family throughout their children's educational careers.

3.3 Establish Intentional and Sustainable Plans for Development and Marketing

As mentioned previously, tuition and fees cover the vast majority of the expenses associated with operating a school while fundraisers and donations help with costs for the “extras” that tuition and fees alone cannot provide. A formal Development Plan will be developed to provide strategic approaches to fundraising activities. A Marketing Plan will be created to inform and educate our community and stakeholders about our school’s mission, vision, culture, and distinctives in order to enhance understanding, increase community support, and equip stakeholders to become effective ambassadors for TCA.



Key Growth Area 4

Facilities and Infrastructure

*“By wisdom a house is built, and by understanding it is established...”
Proverbs 24:3*

As Tarrant and Parker County populations flourish, Trinity Christian Academy projects additional growth in student enrollment and faculty numbers. In order to accommodate our expected growth, the following plans for facilities, technology and safety will ensure that we can continue to meet our mission.

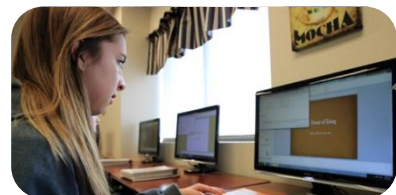
4.1 Provide Appropriate Facilities to Fulfill TCA’s Commitment to Excellence

God has graciously provided TCA with excellent facilities to fulfill our mission. We desire to be good stewards in the use of and care for these facilities. Through the creation of written maintenance plans, school leaders will continue to ensure clean, safe facilities that will foster an environment conducive to learning. As appropriate, we will continue to enhance these facilities with decorations supportive of school mission and culture.



4.2 Strategically Plan for Technology Advancement

Internet-based technology continues to grow in importance in our increasingly connected world. In order for our classrooms to provide students with learning opportunities by using existing and future classroom technologies, TCA will develop a Technology Plan which will include advances to current technology infrastructure and bandwidth. The TCA website will be reviewed for educational, promotional and informational purposes, and the role of the secondary Media Center will be reviewed and clarified.



4.3 Plan and Prepare for School Growth

Across our region, organizations and businesses are preparing for great growth. Similarly, TCA will seek to develop a facilities master plan to accommodate growth, including securing professional services of architects and engineers as needed to assist with development of the TCA campus.

In addition to physical growth, school leadership will review board policy and bylaws, updating as needed.



KEY GROWTH AREA 5

Faculty and Staff Development

“Show yourself in all respects to be a model of good works, and in your teaching show integrity, dignity, and sound speech that cannot be condemned, so that an opponent may be put to shame, having nothing evil to say about us.” Titus 2:7-8

Our faculty and staff are our most valuable assets, and in addition to recruiting, hiring and retaining quality staff, we need to invest in their training to increase their effectiveness and enhance student learning. In light of ongoing changes in society and the field of education, training should equip staff to remain current in all ways in order to remain effective. In order to fulfill our school’s mission, it is important that all members of the TCA faculty and staff feel valued.

5.1 Attract and Hire High Quality Christian Faculty and Staff

Jesus taught that the fully trained student “will be like his teacher” (Luke 6:40), so we take great care in the selection of teaching staff at TCA. Our school is blessed with turnover rates that are typically quite low, but we recognize that as TCA grows, and as normal attrition occurs, new additions will be made to our faculty and staff. We will work to refine job descriptions for staff at all levels in order to provide additional direction for school administrators as they oversee stringent hiring processes designed to identify high quality staff members. Salary and benefit packages that are competitive within our job market will combine with an attractive work environment to appeal to a wide range of quality candidates.



5.2 Promote Staff Professional Growth

Great schools have great teachers, and our faculty is expected to demonstrate a continuous state of professional growth. Traditionally, professional growth has occurred off-campus as staff attend conferences and seminars, and as faculty were encouraged in the pursuit of advanced degrees. Moving forward, school leaders will work together to implement a comprehensive plan for in-house

professional development focusing on specific, mission-focused areas of priority throughout the course of the school year during faculty meetings, department meetings, grade-level meetings, and inservice training sessions. This will include a thorough review of staff evaluations processes and documents.

School leaders will encourage faculty and staff to work together in departments and grade-level teams, fostering individual and corporate professional growth. This will also allow faculty opportunities for collaboration, curriculum review, discussion of student progress/issues, and peer mentoring.



5.3 Enhance Faculty Retention and Morale

School leaders will work to strengthen support systems for all teachers and staff with special attention paid to meeting challenges faced by new teachers. An annual faculty survey will be instituted to seek ideas and obtain feedback on policies, programs, morale, course offerings, and general teaching environment

5.4 Continue to provide competitive compensation packages for faculty and staff.

TCA has always sought to maintain a level of affordability uncommon to similar area private Christian schools. Sadly, schools setting such a goal often achieve it by offering subpar compensation packages to employees, which can lead to low morale, high turnover, and burnout. With much prayer, consideration, and sound stewardship of available resources, TCA leadership has managed to maintain the delicate balance of excellent school programming and affordable “price tag” for families while still offering salary and benefits packages above those offered by area schools similar to ours.

As TCA grows and matures in coming years, school leaders plan to continue adding programs and attracting high quality staff in the midst of a local job market which provides many opportunities to professional educators. While remembering the goal of keeping Christian education within the grasp of as many families as possible, school leaders will work to attract and retain outstanding Christian educators. This will include investigating incentives to reward high performing teachers, inspiring them to continue pursuing excellence, growth, and best practices.

